



**LOWER CHURCHILL PROJECT
 BID EVALUATION AND AWARD RECOMMENDATION
 CH0009-001 CONSTRUCTION OF THE NORTH AND SOUTH DAMS**

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1 PURPOSE

The purpose of this document is to provide the results of the bid evaluation and recommend award of CH0009-Construction of the North and South Dams.

2 RECOMMENDATION

Bidders are ranked as follows based on the calculated Final Estimated Contract Value:

First Place - Barnard-Pennecon JV (BPJV)

Second Place - H.J. O’Connell-Dragados JV (ODJV)

Astaldi Canada Inc. – not evaluated for reasons stated in Section 8.1

Based on the approved Evaluation Plan, the “Final Estimated Contract Value” is a composite value which takes into account the initial bid price, bid normalization, commercial assessment and technical evaluation for each bidder. The ranking above takes into account the addition of 113,295 Mhrs (\$9,970,000 or \$6,100,000 after application of the bidder’s Risk/Reward credit presented in Attachment 1c) as a normalizing factor to account for the additional site craft labour Mhrs believed to be required to complete the work by Barnard-Pennecon JV. In addition, and to account for the fact that Barnard-Pennecon JV does not include a cap on its craft labour Mhrs, whilst H.J. O’Connell-Dragados JV includes a lump sum, a further sensitivity analysis was conducted. The result indicates that the “Final Estimated Contract Value” would become equal between the two bidders following the addition of 220,000 craft labour Mhrs to the Barnard-Pennecon JV bid. This would be equivalent to a 40% overrun in BPJV’s craft labour Mhrs.

The following Attachments are provided to support the above analysis and conclusion:

Attachment 1 – Main Summary Normalized


Attachment 1a – BPJV Mhrs. Normalization & Cost Impacts

Attachment 1b - Sensitivity Analysis

Attachment 1c - Craft Labour Target Price Model

Based on the above, it is recommended that CH0009 –Construction of the North and South Dams be awarded to **BPJV** at an Estimated Contract Value of **\$288,793,726 (excluding HST, Optional scope and escalation on fuel, cement and flyash)**. BPJV’s defining factors are schedule assurance, solid execution plan and an experienced project team.

As stated in Section 5, there has been a significant delay in bringing this Package to this point. The development of the Evaluation Plan and initial assessment of the bids received

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was carried out by a Bid Evaluation Team (BET) that included Roy Lewis (Contract Administrator) and Mark Turpin (Package Lead/Area Manager). In May, due to project resource requirements and other circumstances, bid evaluation activities were taken over by Ken McClintock, John Mulcahy, Ed Over and Greg Snyder. This team completed all activities necessary to bring this Package to this Recommendation stage.

This new BET reviewed all previous work carried out by the first BET. In addition to the activities stated in Section 8.2 below, the BET believed that an alternative evaluation methodology would be more suited to the nature of the work. More specifically, the BET believed that the evaluation should focus more on project execution, schedule and quality of the proposed project management teams. Accordingly, this alternative methodology was employed as part of the sensitivity analysis conducted. Attachments 10a and 10b provide the basis of evaluation (methodology) as well as the results using two normalizing scenarios (113,295 and 382,000 Mhrs).

This method supported the result reached using the approved evaluation plan ie. that BPJV achieved the first place score (see Attachment 10a). Further, and as provided in Attachment 10b, this alternative methodology indicated that an additional 382,000 Mhrs would have to be added to BPJV’s bid as a normalizing factor before it would move to a second place position.

Both evaluation methodologies have determined and arrived at the same conclusion that its selection of BPJV is “best for Project”. There are additional qualitative schedule factors that further support the recommendation.


1. Although completion of the RCC North Dam is an important Milestone, focus must be on the achievement of the River Diversion as being critical to overall Project success. River Diversion has always been somewhat at risk due to the nature of the work and the unpredictability of Spring river conditions. This Milestone is now further at risk due to the delay in awarding this Package.
2. To achieve River Diversion as planned, the successful bidder must “hit the road running” upon Award. The BET believes that BPJV is better prepared to meet this challenge as its project team is experienced and balanced with a strong leader.

The BET does not have the same confidence in ODJV’s proposed team.

3. BPJV’s River Diversion execution plan is solid, demonstrating a good understanding of the work and infrastructure. They have also proposed equipment resources and an upstream bridge design which supports their plan and schedule.

ODJV has struggled to provide an execution plan which can be validated by the BET. Its equipment specifications and proposed upstream bridge design will seriously limit ODJV ability to meet the Project schedule for River Closure.

4. BPJV’s schedule for River Closure has built-in capacity to handle progress issues. In addition, its schedule completion date for River Closure shows a seven day float.

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ODJV has not demonstrated that there is any additional capacity in its schedule. ODJV's schedule completion date for River Closure shows zero days float.

In order to allow **Barnard-Pennecon JV** to proceed with early activities while the final Agreement is conformed, it is also recommended to issue a Limited Notice to Proceed (LNTP) to **Barnard-Pennecon JV** for a 60 day period, the value and scope of which will be determined immediately following approval of this recommendation.

3 BIDDERS LIST

Request for proposals were issued to the following companies:

1. Astaldi Canada Inc.
2. Barnard-Pennecon JV
3. H.J. O'Connell-Dragados JV

4 SCOPE

The work consists of the following:

- a) Construction of the North and South Dams
- b) Construction of the upstream, downstream and intake channel cofferdams
- c) Removal of Cofferdams 1, 2 and 3 and downstream section of the RCC riverside cofferdam
- d) Excavation of the Tailrace Rock plug and
- e) Supply, installation and removal of the temporary upstream bridge over the spillway approach channel.


5 RFP SCHEDULE AND EVALUATION KEY DATES

RFPs were issued on 01-August-2014 with a closing date of 22-October-2014. All proposals were received before the closing date and time and were opened on 24-October-2014 at Nalcor's office in St. John's, NL. The Bid Opening Record is included in Attachment 9.

Although the original schedule was to award the package by Dec 23, 2014, two serious issues prevented this from occurring.

Firstly, there was a great deal of uncertainty around the completion dates related to the construction of the powerhouse, spillway and gate installation. As CH0009 delivery performance is highly dependent on interfaces with the other contractors executing this scope, it would not be prudent to award CH0009 without more certainty on completion dates. The focus of this strategy was claims avoidance.

Secondly, the Estimated Contract Value exceeded the budget by more than 50%. It was decided, therefore, to carry out a cost reduction program to identify areas of cost savings, which could be achieved.

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Both these issues have been addressed and taken into account in this recommendation.

6 EVALULATION TEAM

- Commercial: Ed Over (Lead), Ken McClintock, Steve Goulding, John Mulcahy, Aiden Meade
- Technical: Ken McClintock (Lead), John Mulcahy, Greg Snyder, Abdellah El-Bensi, Todd Smith
- Health and Safety: Sean Lee
- Environmental: Dave Haley
- Quality: Paul Fraser
- Benefits: Maria Moran
- Risk: Carlos Fernandez

7 EVALUATION CRITERIA

The Bid Evaluation was completed in accordance with the approved Bid Evaluation Plan dated 15 September 2014.

The following evaluation criteria were used to evaluate Bidders' Proposals:


Criteria

- Commercial
- Technical
- Newfoundland Benefits
- Quality
- Environmental
- Risk
- Health & Safety

8 COMMERCIAL

The commercial evaluation included an analysis of the Schedule of Price Breakdown (Appendix A2.1) against the estimate, review and assessment of the bidder's exceptions and proposed changes to the payment terms and conditions and the Articles of the Agreement, and the development of a Final Estimated Contract Value. The Commercial Evaluation is included in Attachment 2. The scoring of the terms and conditions has been applied to the Total Estimated Value After Normalization.

The package is forecasted to be \$107,000,000 over budget. A recent bottoms up estimate was completed by Company, which indicated an overrun of \$87,000,000 against the estimate. The scope of work has been reviewed in detail with the two lowest priced proponents. The two major cost contributors to the budget overrun are the Bidder's indirect costs and labour costs associated with low productivity.

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See Attachment 2a – Estimated Contract Value and Comparison to Estimate

8.1 BID OPENING

The commercial evaluation of the bids concluded that:

- All bids significantly exceeded the DG3 project budget.
- There was a need to bring the bids to a common basis.
- Following a preliminary evaluation it was determined that the bid received from Astaldi was not commercially attractive from a cost and risk perspective. The proposed target price was significantly higher than the two other bids. Accordingly, Astaldi was excluded from further evaluation and was informed that they were not the successful bidder.
- There was a need to explore potential cost reduction opportunities.


8.2 CLARIFICATIONS AND COST CUTTING ACTIVITIES

As identified in Section 5 above, a cost cutting program was initiated following an initial review of the proposals received.

After an in-depth commercial and technical evaluation including face to face meetings with the remaining two commercially acceptable Bidders (Barnard-Pennecon JV and O’Connell-Dragados JV) in February and March, the two Bidders tabled cost reduction opportunities including changing the cost risk for trades labour. The two Bidders proposed unit prices with hybrid target cost models for the labour portion of the work.

While the hybrid target cost proposals both presented the opportunity for lower labour costs they also increased the Company’s cost risk. Further discussions have been held with the Bidders to mitigate this risk, with some movement by one of the bidders by removing the staff labour risk from the target cost. The other bidder only proposed marginal savings.

During the period from mid-May until July 24, all technical exceptions were re-evaluated with responses provided. Clarification teleconferences were held with each Bidder to introduce cost saving ideas generated by Company. At Company’s request, and due to the extent of the execution and specification changes introduced by Company, both bidders submitted updated proposals on June 30. Subsequent to the receipt of the updated proposals, further changes to site access and laydown areas were required to accommodate current field activities. These changes were communicated to both bidders to request the impact, if any, on their proposals. The bidders’ responses have been incorporated into this recommendation. See Section 9 for a summary of the changes incorporated into the revised proposals.

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8.2 FINALIZATION

On July 24, **Barnard-Pennecon JV** was recommended during a meeting with senior management. After this meeting work proceeded to finalize all documents and gain required approvals.

8.3 ARTICLES

The **Barnard-Pennecon JV** made very few minor changes to the terms and conditions. The only major exception was that they refused to accept the trades labour risk. The H.J. O'Connell- Dragados JV initially submitted many exceptions to the terms and conditions, which during the clarification phase were withdrawn. We have negotiated satisfactory terms and conditions with both bidders.

8.4 PAYMENT TERMS AND CONDITIONS

The Company has negotiated acceptable payment terms.


9 TECHNICAL EVALUATION REPORT

The Technical Evaluation was completed based on scoring the bidders' responses to the RFP requirements as well as all subsequent information received.

Following bid closing, technical review meetings were held with all Bidders. Further technical and commercial clarification meetings were held with two of the Bidders in February and again in May 2015 to better understand their respective proposals, and to discuss potential cost reduction opportunities.

The two bidders were asked to update/revise their proposals based on review of all technical exceptions, and incorporation of the following changes to the technical requirements and schedule:

- Transmission line ROW was removed as an available laydown/staging area
- Provision (Option) for possible delay of River Diversion into 2017
- Delay in availability of Spillway to 15-Jul-2016 for river diversion
- Change in RCC mix design responsibility from Company to Contractor
- Cost reductions related to new spec for roads & culverts, tailrace bridge removal and selection method for 3C material

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- Option for road to C1 & jet grouting

In addition, the attached Technical evaluation incorporates both bidders' responses related to interface issues with other site contractors (Area J & Intake Cofferdam area) and the thorough review of the proposed execution plans, schedule and project teams.

The evaluation concluded with scores of 82.25 for the Barnard-Pennecon JV and 74.05 for the O'Connell-Dragados JV. The Technical Evaluation is included in Attachment 3.

10 QUALITY ASSURANCE EVALUATION REPORT

All Bidders scored above 70% for their quality processes. The Quality Assurance Evaluation is included in Attachment 4

11 BENEFITS EVALUATION REPORT

The H.J. O'Connell-Dragados JV scored 79.5, slightly higher in this category than the Barnard-Pennecon JV, which scored 77.0. The Benefits Evaluation is included in Attachment 5

12 RISK MANAGEMENT EVALUATION REPORT

Top risks seen by the H.J. O'Connell JV are labour unrest, camp space, river diversion, interface points, and critical items. Top risks seen by the Barnard-Pennecon JV are labour productivity, spillway availability, bridge removal before North Dam completion, weather, and RCC construction methodology.

All Bidders achieved a passing score of 70% for this element of the evaluation.

The Risk Management Evaluation is included in Attachment 6.

13 HEALTH AND SAFETY EVALUATION REPORT


The **Barnard-Pennecon JV** and the O'Connell-Dragados JV both obtained a passing grade above 70%. Based on the information provided in its proposal, Astaldi did not obtain a passing grade. The evaluation team did not request further information.

The Health and Safety Evaluation is included in Attachment 7.

14 ENVIRONMENTAL EVALUATION REPORT

All Bidders obtained a passing grade above 70%.

The Environmental Evaluation is included in Attachment 8.

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ATTACHMENTS

Attachment 1- Main Summary Normalized

Attachment 1a- BPJV Mhrs Normalization and Cost Impact

Attachment 1b- Sensitivity Analysis

Attachment 1c- Craft Labour Target price Model

Attachment 2 - Commercial Evaluation

Attachment 2a – Contract Value & Comparison to Estimate

Attachment 3 - Technical Evaluation

Attachment 4 – Quality Evaluation

Attachment 5 – Provincial Benefits Evaluation

Attachment 6 – Risk Management Evaluation


Attachment 7 – Health and Safety Evaluation

Attachment 8 – Environmental Evaluation

Attachment 9 – Bid Opening Record

Attachment 10a – Scoring Summary (113,295 Mhrs) – Revised Method

Attachment 10b – Scoring Summary (382,000 Mhrs) – Revised Method

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Attachment 1 – Main Summary Normalized

Attachment 1a – BPJV Mhrs Normalization and Cost Impacts

Attachment 1b – Sensitivity Analysis

Attachment 1c – Craft Labour Target Price Model



Attachment 1 (Sheet 1)

Lower Churchill Project Muskrat Falls Hydroelectric Development CH0009		Main Summary Normalized			27-Jul-15
CONSTRUCTION OF NORTH AND SOUTH DAMS			SUMMARY		
Item No.	Description		BPJV		ODJV
	TOTAL Contract Price (C/F from Appendix A2.1 Schedule of Price Breakdown) excl. Optional Scope		\$287,171,000		\$288,573,000
1	NORMALISATION Deviations not identified by Bidder (<i>Additional 113,295 Mhrs</i>)		\$6,100,000		n/a
2	Exceptions by Bidder (none priced by Bidder)		incl. above		incl. above
3	Other (Define)		incl. above		incl. above
	TOTAL ESTIMATED VALUE AFTER NORMALISATION		\$293,271,000		\$288,573,000
	Adjustment to Low Bid		9.5		10
	Conditioned Contract Price		\$308,706,316		\$288,573,000
	Commercial Weighting		70.65		67.38
	Final Conditioned Contract Price		\$436,951,615		\$428,276,937
	Technical Weighting		82.25		74.05
	FINAL ESTIMATED CONTRACT VALUE		\$531,248,164		\$578,361,832

Health & Safety *	Pass	Pass
Quality*	Pass	Pass
Risk Management*	Fail	Fail
Environmental*	Pass	Pass

* Pass/Fail Threshold is 70%
A score of less than 70% is not considered a fatal flaw but shall be used for guidance purposes in the overall Proposal evaluation.



Attachment 1 (Sheet 2)

Lower Churchill Project Muskrat Falls Hydroelectric Development CH0009		Main Summary Normalized	27-Jul-15	
CONSTRUCTION OF NORTH AND SOUTH DAMS			SUMMARY	
Item No.	Description	BPIV	ODJV	
	TOTAL Contract Price (C/F from Appendix A2.1 Schedule of Price Breakdown) excl. Optional Scope	\$287,171,000	\$288,573,000	
1	NORMALISATION Deviations not identified by Bidder (<i>Additional 220,000 Mhrs</i>)	\$15,500,000	n/a	
2	Exceptions by Bidder (none priced by Bidder)	incl. above	incl. above	
3	Other (Define)	incl. above	incl. above	
	TOTAL ESTIMATED VALUE AFTER NORMALISATION	\$302,671,000	\$288,573,000	
	Adjustment to Low Bid	9.0	10	
	Conditioned Contract Price	\$336,301,111	\$288,573,000	
	Commercial Weighting	70.65	67.38	
	Final Conditioned Contract Price	\$476,010,065	\$428,276,937	
	Technical Weighting	82.25	74.05	
	FINAL ESTIMATED CONTRACT VALUE	\$578,735,642	\$578,361,832	

Health & Safety *	Pass	Pass
Quality*	Pass	Pass
Risk Management*	Fail	Fail
Environmental*	Pass	Pass

* Pass/Fail Threshold is 70%

A score of less than 70% is not considered a fatal flaw but shall be used for guidance purposes in the overall Proposal evaluation.

BPJV Mhrs Normalization & Cost Impact

Item	BPJV Proposed Mhrs.	Nalcor Estimated Mhrs.	Normalized Mhrs.	Variance	Remarks
1. U/S cofferdam	45,705	68,000	68,000	22,295	Use Nalcor estimate
2. North Dam	272,300	248,400	342,300	70,000	see Note 1
3. Tailrace	20,000	41,000	41,000	21,000	Use Nalcor estimate
Total Mhrs	338,005	357,400	451,300	113,295	

Notes:

1 As Nalcor estimate based on productivity of 1, must make adjustment for recognized productivity norms at MF

a) Reduce productivity to .5 from estimate on concrete and formwork based on performance of CH0007

106,000 man-hrs. -> 159,000 mhrs: Variance = 53,000 mhrs

b) Reduce productivity to .75 for RCC placement

58,000 mhrs. -> 72,500 mhrs: Variance =15,000 mhrs.

Total: 53,000 + 15,000.....say 70,000 mhrs

2 Cost Impact:

113,295 Mhrs * \$88 = \$9,969,960

Risk Reduction = \$3,856,000

Additional Mhrs Cost = \$6,113,960.....say \$6,100,000

Attachment 1b

Sensitivity Analysis

Description	BPJV	ODJV	Differential (Mhrs)
Total Mhrs From Bid	866,000	1,272,192	406,192
Staff Mhrs	236,000	286,000	50,000
SubTotal	630,000	986,192	356,192
Subcontractor Mhrs	70,000	120,000	50,000
Total Craft Labor	560,000	866,192	306,192

BPJV Normalization					
Case	Manhours	Rate	Cost Adder	Risk/Reward Reduction	Final Value
1	113,295	\$88.00	\$9,969,960	\$3,856,000	\$6,113,960
2	140,000	\$88.00	\$12,320,000	\$3,856,000	\$8,464,000
3	250,000	\$88.00	\$22,000,000	\$3,856,000	\$18,144,000
4	306,192	\$88.00	\$26,944,896	\$3,856,000	\$23,088,896
5	366,545	\$88.00	\$32,255,960	\$3,856,000	\$28,399,960
6	381,000	\$88.00	\$33,528,000	\$3,856,000	\$29,672,000
7	382,000	\$88.00	\$33,616,000	\$3,856,000	\$29,760,000

Evaluation Results Based on Original Bid Evaluation Summary Sheet				
Case	Manhours	BPJV	ODJV	Notes
1	113,295	\$554,759,000	\$557,636,864	<i>Max Mhrs before ODJV overtakes BPJV</i>
2	140,000	\$559,206,484	\$557,636,864	
3	306,192	\$597,971,944	\$557,636,864	


Evaluation Results Based on Revised Bid Evaluation Summary Sheet				
Case	Manhours	BPJV	ODJV	Notes
1	113,295	97.0	91.4	<i>ODJV 3 Mhrs</i>
2	200,000	97.0	91.4	
3	250,000	94.0	91.4	
4	306,192	94.0	91.4	
5	381,000	94.0	91.4	
6	382,000	91.0	91.4	

Attachment 1c

Craft Labour Target Price Model

BPJV Target Price Model		
Craft Labour Target Price	\$ 46,462,521	551,878 mhrs @ \$84.19/hr
7.9% G&A Fixed Fee	\$ 3,670,539	G&A fixed at Craft Labour Target, no adjustment
8.3% At Risk Fee	\$ 3,856,389	Risk/Reward = 50/50 depleted after 45,800 mhrs
Total	\$ 53,989,449	

Note: Craft labour target excludes subcontractors approx. 70,000 mhrs

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Attachment 2 - Commercial Evaluation

Attachment 2a – Estimated Contract Value and Comparison to Estimate

Attachment 2

Muskat Falls Corporation
Lower Churchill Project

Construction of North and South Dams
CH0009

BID EVALUATION
DISCIPLINE SCORE SHEETS

RFP - Commercial - Summary Evaluation

RFP #: CH0009

RFP Name: Construction of North and South Dams

Item	Question Weight (%)	Astaldi		BPJV		ODJV		
		Answer	Score	Answer	Score	Answer	Score	
Commercial Summary								
1	Warranties	10	4	8	2	4	1	2
2	Limit of Liability	15	2	6	4	12	3	9
3	LD Value & Cap	10	1	2	1	2	1	2
4	Proposal Validity	10	5	10	5	10	5	10
5	Rate(s) for extra work & OH&P identified	10	1	2	3	6	4	8
6	Provincial Benefits (BF from table)	5	67.50	3.38	77.00	3.85	79.50	3.98
7	Performance Security (BF from table)	10	56	5.60	80	8.00	78	7.80
8	Insurances (BF from table)	10	68	6.80	68	6.80	68	6.80
9	Co-ordination Procedures (BF from table)	10	74	7.36	80	8.00	80	8.00
10	Financial Data, Staus etc. (BF from table)	10	100	10.00	100	10.00	98	9.80
11	Escalation (if included - normalise in total tender price exercise)							
	Score	100	61.14		70.65		67.38	
	Percentage		61.14%		70.65%		67.38%	

Notes:

- Bidder 3 wants latent defect limitation
- Bidder 3 wants 50% LOL of contract price
- No schedule LDs
- okay
- Bidder 2 wants higher mark-ups
- no change from original scoring
- securities both acceptable
- no change from original scoring
- no change from original scoring
- no change from original scoring

Scored By: Ed Over

Date: 27-Jul-15

Scoring Guide:
0 - Question not answered or no relevant information provided in response
1 - Response does not meet key Criteria
2 - Response only meets a few of the key criteria
3 - Response meets a majority of the key criteria
4 - Response meets all key criteria
5 - Response meets and exceeds key criteria

RFP - Commercial - Performance Security

RFP #: CH0009

RFP Name: Construction of North and South Dams

Scoring Guide:

- 0 - Question not answered or no relevant information provided in response
- 1 - Response does not meet key Criteria
- 2 - Response only meets a few of the key criteria
- 3 - Response meets a majority of the key criteria
- 4 - Response meets all key criteria
- 5 - Response meets and exceeds key criteria

	Question Weight (%)	Astaldi		BPIV		ODJV	
		Answer	Score	Answer	Score	Answer	Score
Commercial - Performance Security							
1 Performance Bond	40	3	24	4	32	4	32
2 Labour & Material Payment Bond	40	3	24	4	32	4	32
3 Letter of Credit	10	1	2	4	8	3	6
4 Parental Guarantee	10	3	6	4	8	4	8
Score - transfer to Commercial Summary	100		56.00		80.00		78.00
	Percentage		56.00%		80.00%		78.00%

Bidder 2 offered a 15%LOC which is considered acceptable

Warranty period covered by PF for Bidder 3

PG not required by Bidder 3 because of PB

Scored By: Ed Over

Date: 27-Jul-15

RFP - Commercial - Insurances

RFP #: CH0009

RFP Name: Construction of North and South Dams

Scoring Guide:
 0 - Question not answered or no relevant information provided in response
 1 - Response does not meet key Criteria
 2 - Response only meets a few of the key criteria
 3 - Response meets a majority of the key criteria
 4 - Response meets all key criteria
 5 - Response meets and exceeds key criteria

	Question Weight (%)	Astaldi		BPJV		ODJV		
		Answer	Score	Answer	Score	Answer	Score	
Commercial - Insurances								
1	Workers Compensation	20	4	16	4	16	4	16
2	Employers Liability	20	4	16	4	16	4	16
3	Comprehensive General Liability	20	1	4	1	4	1	4
4	Automobile Liability	5	4	4	4	4	4	4
5	Owned & Non-Owned Aircraft	5	4	4	4	4	4	4
6	Property	15	4	12	4	12	4	12
7	Property in Transit	15	4	12	4	12	4	12
Score - transfer to Commercial Summary		100	68.00		68.00		68.00	
		Percentage	68.00%		68.00%		68.00%	

Scored By: _____
 Date: _____

RFP - Commercial - Coordination Procedures

RFP #: CH0009

RFP Name: Construction of North and South Dams

Scoring Guide:

- 0 - Question not answered or no relevant information provided in response
- 1 - Response does not meet key Criteria
- 2 - Response only meets a few of the key criteria
- 3 - Response meets a majority of the key criteria
- 4 - Response meets all key criteria
- 5 - Response meets and exceeds key criteria

	Question Weight (%)	Astaldi		BPJV		ODJV	
		Answer	Score	Answer	Score	Answer	Score
Commercial - Coordination Procedures							
1 Key Personnel	12	2	4.8	4	9.6	4	9.6
2 Schedule Development and Control Plan	2	4	1.6	4	1.6	4	1.6
3 Control Schedule	2	4	1.6	4	1.6	4	1.6
4 Control Schedule Baseline Document	2	4	1.6	4	1.6	4	1.6
5 Scheduling and Progress Requirements	2	4	1.6	4	1.6	4	1.6
6 Project execution Plan	2	4	1.6	4	1.6	4	1.6
7 Earned Value Measurement	2	4	1.6	4	1.6	4	1.6
8 Recovery Plan Development **	2	2	0.8	4	1.6	4	1.6
9 Progress Reporting	2	4	1.6	4	1.6	4	1.6
0 Company access to data.	2	2	0.8	4	1.6	4	1.6
1 Bi-weekly Progress Report **	10	4	8	4	8	4	8
2 Monthly Progress Report	5	4	4	4	4	4	4
3 Cost Report	15	4	12	4	12	4	12
4 Change Management - Identification	4	4	3.2	4	3.2	4	3.2
5 Change Management - Pricing	4	4	3.2	4	3.2	4	3.2
6 Change Management - Schedule Impact	4	4	3.2	4	3.2	4	3.2
7 Change Management - Register	3	4	2.4	4	2.4	4	2.4
8 Invoicing Summary Report	5	4	4	4	4	4	4
9 Cash Forecast	5	4	4	4	4	4	4
0 Information Systems/Technology	5	4	4	4	4	4	4
1 Data Transfer	5	4	4	4	4	4	4
2 Document Control	5	4	4	4	4	4	4
Score - transfer to Commercial	100		73.60		80.00		80.00
	Percentage		73.60%		80.00%		80.00%

Scored By:

Date:

88 Based on CH0007 performance

RFP - Commercial - Financial Data

RFP #: CH0009

RFP Name: Construction of North and South Dams

Scoring Guide:


- 0 - Question not answered or no relevant information provided in response
- 1 - Response does not meet key Criteria
- 2 - Response only meets a few of the key criteria
- 3 - Response meets a majority of the key criteria
- 4 - Response meets all key criteria
- 5 - Response meets and exceeds key criteria

	Question Weight (%)	Astaldi		BPJV		ODJV	
		Answer	Score	Answer	Score	Answer	Score
Commercial - Financial Data							
Organisation							
1 Business Organisation	10	5	10	5	10	5	10
2 Joint Venture/Partnership	5	5	5	5	5	5	5
3 Business Registration	5	5	5	5	5	5	5
4 Ownership %	10	5	10	5	10	5	10
5 Company/Bidder Relationship	5	5	5	5	5	5	5
Financial Data							
1 Financial Responsibility	5	5	5	5	5	5	5
2 Willingness to Guarantee	5	5	5	5	5	5	5
3 LOC Maximum Value	5	5	5	5	5	5	5
4 Credit References	5	5	5	5	5	5	5
5 Claims & Judgements	5	5	5	5	5	5	5
6 Bankruptcy	5	5	5	5	5	5	5
7 Contract Cancellation	5	5	5	5	5	5	5
8 Litigation History	5	5	5	5	5	3	3
Legal Status							
1 LLC/Corporation	5	5	5	5	5	5	5
2 Partnership	5	5	5	5	5	5	5
3 Bank References	5	5	5	5	5	5	5
4 Work Experience Table	Technical						
5 Signing Authority	5	5	5	5	5	5	5
6 Bank Clearance Letter	5	5	5	5	5	5	5
Score - transfer to Commercial	100		100.00		100.00		98.00
	Percentage		100.00%		100.00%		98.00%

Scored By:

Date:

Attachment 2a Contract Value and Comparison to Estimate						
Scope Item	Total Price			Hours		
	BPJV (Jul 7)	ODJV (Jul 7)	Estimate	BPJV (Rebid)	ODJV (Jul 7)	Estimate
IND	\$162,106,689	\$97,540,000	\$68,240,172	459,652	449,425	428,722
GEN	5,913,470	6,085,875	6,158,218	13,798	27,841	27,076
TB	10,275,000	6,615,000	8,085,000	16,250	19,297	32,941
USCD	16,282,950	19,320,130	19,678,051	45,705	78,291	85,196
DSCD	757,300	930,100	594,833	3,254	4,624	2,999
ICD	1,347,300	1,958,600	983,361	5,279	8,696	4,743
SD	9,516,260	10,559,660	6,580,254	29,461	47,184	30,722
ND	93,764,230	133,944,560	81,434,623	272,303	599,580	248,376
TRW	6,843,210	10,768,975	9,551,543	19,991	37,254	41,006
Optional Scope Excluded	-	-	-	-	-	-
ADJBid2 (1)	(23,826,584)	-	-	-	-	-
ADJBid3	-	125,000	-	-	-	-
Craft travel	4,191,689	incl.	-	-	-	-
<i>Note: Subcontractors incl. in estimate</i>	-	-	-	-	-	-
Totals	\$287,171,514	\$287,847,900	\$201,306,057	865,693	1,272,192	901,782
RCC Mix Design	350,000	350,000	350,000			
Items 92 & 93 Weirs	-106,000	-106,000	-106,000			
Item 120 Weirs	-64,000	-64,000	-64,000			
Item 123 RCC Qty	1,532,692	incl.	incl.			
Item 123A Trial Section Qty	-90,480	incl.	incl.			
Retention Bond	incl.	425,000	incl.			
U/S Bridge Approach Change	incl.	300,000	incl.			
Totals	\$288,793,726	\$288,752,900	\$201,486,057			

 nalcor energy <small>LOWER CHURCHILL PROJECT</small>	Bid Evaluation and Award Recommendation	Rev.	Date
	CH0009-001 Construction North and South Dams	00	5-Aug-2015

Attachment 3

Technical Evaluation

BID EVALUATION
DISCIPLINE SCORE SHEETS

RFP - Technical - Execution Plan Evaluation

RFP #: CH0009

Scoring Guide:

- 0 - Question not answered or no relevant information provided in response
- 1 - Response does not meet key Criteria
- 2 - Response only meets a few of the key criteria
- 3 - Response meets a majority of the key criteria
- 4 - Response meets all key criteria
- 5 - Response meets and exceeds key criteria

Item	Question Weight (%)	BPJV		ODJV		
		Answer	Score	Answer	Score	
TECHNICAL - EXECUTION PLAN						
1	Mobilization/Demobilization Plan	5	4	4	4	4
2	List of Sub-Contractors	3	4	2.4	3	1.8
3	List of Resources	3	4.5	2.7	3	1.8
4	Organization Charts/Key Personnel	3	5	3	2	1.2
5	List of Equipment	2	4	1.6	3.5	1.4
6	Equipment Maintenance Program	2	4	1.6	4	1.6
7	Survey Control Methodology	5	4	4	4	4
8	Contractor's Temporary Facilities Layout	2	3	1.2	3	1.2
9	Batch Plants, Crushers and Conveyors Layouts	5	4	4	4	4
10	Crane Strategy and Layout	3	4	2.4	4	2.4
11	Upstream Temporary Bridge Layout	3	5	3	3	1.8
12	Temporary Access Roads and Bridges Layout	3	4	2.4	3.5	2.1
13	Method Statement for River Closure	10	5	10	2.5	5
14	Method Statement for Jet Grouting	5	4	4	4	4
15	Method Statement for RCC Construction	10	4	8	4	8
16	Method Statement for CVC Concrete Placement	5	4	4	4	4
17	Method Statement for Embankment Construction	5	4	4	4	4
18	Method Statement for Rock Plug Excavation	5	3	3	3	3
19	Method Statement for Dewatering	3	3	1.8	3	1.8
20	Cementitious Material Sources	2	2.5	1	2.5	1
21	Aggregate Production, Stockpiles and Delivery	3	4.5	2.7	4.5	2.7
22	Cold Weather Protection and Strategy	2	3	1.2	3	1.2
23	Explosives & Blasting Techniques	3	2.5	1.5	2.5	1.5
24	Bulk Explosives Source, Transport & Storage	3	5	3	5	3
25	Engineering and Shop Drawing Production	3	4	2.4	4	2.4
26	Construction Power Monthly Load Requirements	2	4	1.6	4	1.6
27						0
28						0
29						0
30						0
						0
Score - transfer to Technical Summary		100	80.50			70.50
		Percentage				70.50

Scored By: John Mulcahy & Greg Snyder & K. McClintock
Date:

BID EVALUATION
DISCIPLINE SCORE SHEETS

RFP - Technical - Schedule Evaluation

RFP #: CH0009

RFP Name: Construction of North and South Dams

Scoring Guide:

- 0 - Question not answered or no relevant information provided in response
- 1 - Response does not meet key Criteria
- 2 - Response only meets a few of the key criteria
- 3 - Response meets a majority of the key criteria
- 4 - Response meets all key criteria
- 5 - Response meets and exceeds key criteria

Item	Question Weight (%)	BPJV		ODJV				
		Answer	Score	Answer	Score			
TECHNICAL - SCHEDULE								
1	Effective Detailed Schedule with Proposal	20	0	4	16	0	3	12
2	Ability to Meet Key Milestones	30	0	5	30	0	3	18
3	Planning/Scheduling Methods and Resources identified in Execution Plan	10	0	4	8	0	4	8
4	Labour Histogram - Completeness & Logic	20	0	3	12	0	3	12
5	Equipment Histogram - Completeness & Logic	20	0	0	0	0	0	0
			0		0		0	0
Score - transfer to Technical Summary		100	0.00	66.00	0.00	50.00		
Percentage			0.00%	66.00%	0.00%	50.00%		

Scored By: Tony Scott & J. Mulcahy & K. McClintock

Date:

RFP - Labour Relations Evaluation

RFP #: CH0009


RFP Name: Construction of North and South Dams

Scoring Guide:

- 0 - Question not answered or no relevant information provided in response
- 1 - Response does not meet key Criteria
- 2 - Response only meets a few of the key criteria
- 3 - Response meets a majority of the key criteria
- 4 - Response meets all key criteria
- 5 - Response meets and exceeds key criteria

Question Weight (%)	Astaldi		BPJV		ODJV		
	Answer	Score	Answer	Score	Answer	Score	
Labour Relations							
Labour Union Relationship	20	2	8	5	20	5	20
Strike/Lock-out History	10	4	8	5	10	5	10
Knowledge of existing local workforce	20	2	8	5	20	5	20
Labour Relations Key Personnel	20	2	8	4	16	4	16
Current experience with existing SPO.	30	1	6	5	30	5	30
			0		0		0
			0		0		0
Score Part B	100	38.00		96.00		96.00	
Total Percentage		38.00%		96.00%		96.00%	

Scored By: J. Mulcahy & K. McClintock
 Date: Aug 5/15

 nalcor <i>energy</i> <small>LOWER CHURCHILL PROJECT</small>	Bid Evaluation and Award Recommendation	Rev.	Date
	CH0009-001 Construction North and South Dams	00	5-Aug-2015

Attachment 4

Quality Assurance Evaluation Report

RFP - Quality Assurance Evaluation Report

RFP #: CH0009		RFP Name: Construction of North & South dams																								
Quality Questionnaire Questions	Weight	Max Score	Bidder 1				Bidder 2				Bidder 3				Bidder 4				Bidder 5				Bidder 6			
			Astaldi				Barnard/Pennecon				Dragados/O'Connell				N/A				N/A				N/A			
			Score	Weighted Score	Comments		Score	Weighted Score	Comments		Score	Weighted Score	Comments		Score	Weighted Score	Comments		Score	Weighted Score	Comments		Score	Weighted Score	Comments	
1i) Bidder's quality policy statement and list of current quality objectives.	0.2	5.0	4.0	0.16	Quality policy and list of quality objectives provided as requested.	4.0	0.16	Quality policy and list of quality objectives provided as requested.	4.0	0.16	Quality policy and list of quality objectives provided as requested.	0.0	0.00		0.0	0.00		0.0	0.00		0.0	0.00		0.0	0.00	
1ii) Bidder's Master Documents List or the Table of Contents of your policy and procedures manual.	0.5	5.0	4.0	0.40	TOC provided along with a list of internal quality procedures.	4.0	0.40	TOC provided for there quality manual.	4.0	0.40	TOC provided for there quality manual.	0.0	0.00		0.0	0.00		0.0	0.00		0.0	0.00		0.0	0.00	
1iii) Bidder's current Internal / External Audit Schedules.	1.0	5.0	4.0	0.80	Audit schedule provided for 2014.	4.0	0.80	Audit schedule provided for 2014.	4.0	0.80	Audit schedule provided for 2014.	0.0	0.00		0.0	0.00		0.0	0.00		0.0	0.00		0.0	0.00	
1iv) Bidder's third party ISO 9000 registration, if available.	0.5	5.0	4.5	0.45	ISO certification provided, expiry date is 06-APR-2014.	4.5	0.45	ISO certification provided, expiry date is 16-DEC-2015.	4.5	0.45	ISO certification provided, expiry date is 01-FEB-2017	0.0	0.00		0.0	0.00		0.0	0.00		0.0	0.00		0.0	0.00	
1v) Most Recent Management Review Minutes of Meeting.	1.0	5.0	1.0	0.20	Management review meeting minutes TOC provided, no meeting minutes. Clarification required to improve evaluation score.	4.5	0.90	Management review meeting minutes provided, no major concerns listed (Full disclosure provided).	0.0	0.00	Management review meeting minutes not provided. Clarification required to improve evaluation score.	0.0	0.00		0.0	0.00		0.0	0.00		0.0	0.00		0.0	0.00	
1vi) If ISO 9001:2008 registration is held, a copy of last third party surveillance report.	0.3	5.0	1.0	0.06	Third party audit report provided but not in English. Clarification required to improve evaluation score.	4.5	0.27	Third Party Audit report provided as requested, no major concerns listed (Full disclosure provided).	0.0	0.00	Third party audit report not provided. Clarification required to improve evaluation score.	0.0	0.00		0.0	0.00		0.0	0.00		0.0	0.00		0.0	0.00	
2) Briefly describe any processes employed to plan the activities related to the requested products / services. If available, provide typical examples of Quality Plans and / or Inspection and Test Plans.	0.4	5.0	4.0	0.32	Bidder provided a detailed response to the question but only provided TOC for the management procedure and ITP procedure, they also provided a format for there quality plan process/ITP.	2.5	0.20	Bidder indicated that the quality plan will be developed upon award, they provided a copy of there quality manual, in there response they indicated that a sample ITP was attached but it could not be found..	4.5	0.36	Detailed sample quality plan and ITP provided as requested, both documents have already been approved for use on another LCP package CH0006, excellent info submitted.	0.0	0.00		0.0	0.00		0.0	0.00		0.0	0.00		0.0	0.00	
3) Describe how this work relates to the total annual productive capacity of Bidder's company and that of Bidder's main suppliers.	0.5	5.0	4.5	0.45	Bidder indicate that this SOW is less then 10% of annual capacity.	4.5	0.45	Bidder has indicated that for Barnard its 10% and for Pennecon its about 50% but have the resources between both companies.	3.0	0.30	Bidder indicates that they and the subs have the capacity to perform the work but have not answer the question properly regarding annual capacity as requested.	0.0	0.00		0.0	0.00		0.0	0.00		0.0	0.00		0.0	0.00	
4) Briefly describe the processes used to control the design of the products / services to be supplied. Include references to the following processes: • Design Planning • Design Review • Design Verification • Design Validation • Design Changes	1.0	5.0	4.0	0.80	Bidder provided a very detailed response, design management procedure TOC, indicated the use of external help as required, information on design planning/review/verification/validation and design changes.	0.0	0.00	Bidder indicated that design is not applicable which is not the case, the SOW requires bridge design work. Clarification required to improve evaluation score.	4.0	0.80	Bidder has indicated that the design work will be sub contracted to a qualified firm and all drawings will be stamped by a P.Eng in the province of N.L.	0.0	0.00		0.0	0.00		0.0	0.00		0.0	0.00		0.0	0.00	
5) Briefly describe the Bidder's Supplier / Sub-contractor selection process and any processes employed to monitor continued performance against contract requirements. In Bidder's response include a list of any services associated with the scope of work that would be sub-contracted out and where appropriate, the contract details for that Sub-Contractor.	1.0	5.0	4.0	0.80	Bidder provided well detailed response to support supplier and subcontractor selection, monitoring and roles/responsibilities.	4.0	0.80	Process provided for the selection and monitoring of supplier's and subcontractors, procedure provided.	4.0	0.80	Process provided for the selection and monitoring of supplier's and subcontractors, procedure provided.	0.0	0.00		0.0	0.00		0.0	0.00		0.0	0.00		0.0	0.00	
6) What techniques does the Bidder employ to verify that the product / service have been delivered appropriately and in accordance with the contract requirements? What verification records are generated?	0.4	5.0	3.5	0.28	Response provided to support quality system of bidder but only included TOC for Inspection/Testing and Receiving inspection.	4.0	0.32	Bidders quality manual identifies that client requirements, work instructions, appropriate equipment/calibrated, receiving process, inspections, acceptance of work, validating, code requirements and traceability processes are in place but no verification records identified.	4.0	0.32	Quality representative on site to ensure quality plan is followed, has authority on quality issues, ITP procedure provided, verification documents, subs are required to have ITP's.	0.0	0.00		0.0	0.00		0.0	0.00		0.0	0.00		0.0	0.00	

RFP - Quality Assurance Evaluation Report

RFP #: CH0009		RFP Name: Construction of North & South dams																								
Quality Questionnaire Questions	Weight	Max Score	Bidder 1				Bidder 2				Bidder 3				Bidder 4			Bidder 5			Bidder 6					
			Astaldi				Barnard/Pennecon				Dragados/O'Connell				N/A			N/A			N/A					
			Score	Weighted Score	Comments		Score	Weighted Score	Comments		Score	Weighted Score	Comments		Score	Weighted Score	Comments		Score	Weighted Score	Comments					
7) Briefly describe the Bidder's records retention system and the normal records retained (or supplied to the client) as part of this product / service delivery. Bidder's response should make reference to records such as Material Test Reports, Non-destructive examination records, in process inspections and Factory Acceptance tests.	0.2	5.0	3.0	0.12	Detailed response provided for record process but no timeline regarding storage of records, TOC for document control provided, did not list retention timelines.		3.5	0.14	Bidder provided a detailed procedure for the control of records, timeline for retention not listed.		3.5	0.14	Bidder provided a detailed procedure for the control of records, timeline for retention not listed.		0.0	0.00			0.0	0.00			0.0	0.00		
8) What processes does the Bidder employ to ensure that Inspection is performed and Measuring and Test Equipment is fully calibrated and functioning appropriately?	0.5	5.0	3.5	0.35	Process in place regarding calibration and inspection of equipment but only TOC provided for there procedure.		3.5	0.35	Bidders provided well define response but no procedure.		4.0	0.40	Bidder provided a procedure for the calibration and control of measuring equipment.		0.0	0.00			0.0	0.00			0.0	0.00		
9) When products / services do not meet requirements, what processes are employed to ensure timely resolution of the problem? If so, what records of the problem and solution are generated?	0.2	5.0	3.5	0.14	NCR process in place to cover non conforming conditions, they have a procedure but only the TOC was provided.		4.0	0.16	Bidders provided a procedure on the control of NCR's.		4.0	0.16	Bidders provided a procedure on the control of NCR's.		0.0	0.00			0.0	0.00			0.0	0.00		
10) Does the Bidder employ any continuous improvement processes or other methods to monitor evaluate and improve the quality of products / services provided? If so, briefly describe them. Include in your response details on the following: • Processes to monitor and measure effects of continuous improvement changes. • Processes for the evaluation and implementation of innovative and cost reduction ideas.	0.5	5.0	3.5	0.35	Bidder provided a detailed response on continuous improvement process and TOC for there procedure.		3.5	0.35	Bidder has a continuous improvement process, quality policy, quality objectives, audits, analysis of data and a suggestion process for employees.		4.0	0.40	Bidder has an excellent continuous improvement process in place and provided a lot of detail in there response, also provided a copy of there procedure.		0.0	0.00			0.0	0.00			0.0	0.00		
11) Does the Bidder employ any processes to monitor internal / external audit activities to ensure conformance to procedures? If so, briefly describe them.	0.5	5.0	3.5	0.35	Bidder provided a response on auditing and TOC for there auditing procedure.		4.0	0.40	Bidder has an audit process covered in quality manual which was provided and a detailed audit checklist for civil works.		4.0	0.40	Bidder has a audit process in place and provided a copy of there internal procedure.		0.0	0.00			0.0	0.00			0.0	0.00		
12) Briefly describe the Bidder's Training Policy and any controls used to ensure personnel are competent to perform their defined functions and responsibilities.	0.5	5.0	4.0	0.40	Bidder indicates that they have a training process in place for new hires and reviewed by department management, procedure in place but only TOC provided.		4.0	0.40	Bidder has a training process in place, it is covered in the re quality manual and a detailed procedure was provided.		4.0	0.40	Bidder indicates that they have a training process in place and a copy of there trianing procedure was provided.		0.0	0.00			0.0	0.00			0.0	0.00		
13) Briefly describe any servicing and / or product support required / recommended as part of the delivery of this equipment / service.	0.5	5.0	4.0	0.40	Score of 4 given for service of equipment because it is not part of main SOW.		4.0	0.40	Score of 4 given for service of equipment because it is not part of main SOW.		4.0	0.40	Score of 4 given for service of equipment because it is not part of main SOW.		0.0	0.00			0.0	0.00			0.0	0.00		
14) Briefly describe any processes employed to monitor Customer Satisfaction and how these processes will be applied to the proposed scope of work.	0.2	5.0	4.5	0.18	Customer satisfaction process in place.		4.5	0.18	Customer satisfaction process in place.		4.5	0.18	Customer satisfaction process in place.		0.0	0.00			0.0	0.00			0.0	0.00		
15) The Bidder shall confirm that it has reviewed and can comply with any Quality Assurance requirements outlined in the contract agreement and that the responses to this questionnaire are true and accurate.	0.1	5.0	4.0	0.08	Questionnaire signed off as requested by company representative.		4.0	0.08	Questionnaire signed off as requested by company representative.		4.0	0.08	Questionnaire signed off as requested by company representative.		0.0	0.00			0.0	0.00			0.0	0.00		
Total Weighed Score	10.0				7.09				7.21				6.95		0.00			0.00			0.00					

****Proponent must achieve a minimum Total Weighted Score of 70 percent to be considered acceptable.**

Recommended Clarification / Pre Award Audit (Desk Top and/or Site) Recommended Not Recommended	Green	71%	72%	70%	0%	0%	0%
	Yellow						
	Red						

****Proponent must achieve a minimum Total Weighted Score of 70 percent to be considered acceptable.**

Comments:	(Overall impression of the Bidder and how the evaluation as it relates to the recommendation)
Bidder 1:	Bidder is recommended.
Bidder 2:	Bidder is recommended.
Bidder 3:	Bidder is recommended.
Bidder 4:	
Bidder 5:	
Bidder 6:	

Scoring Guide:
0 - Question not answered or no relevant information provided in response

Quality Evaluation Results - Post Clarification

RFP - Quality Assurance Evaluation Report

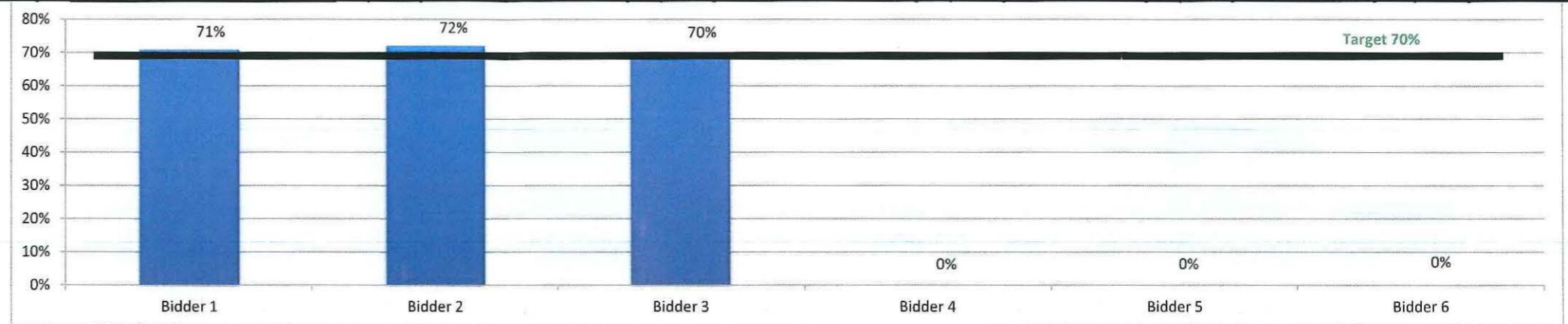
RFP #: CH0009


RFP Name: Construction of North & South dams

Quality Questionnaire Questions	Weight	Max Score	Bidder 1			Bidder 2			Bidder 3			Bidder 4			Bidder 5			Bidder 6		
			Astaldi			Barnard/Pennecon			Dragados/O'Connell			N/A			N/A			N/A		
			Score	Weighted Score	Comments	Score	Weighted Score	Comments	Score	Weighted Score	Comments	Score	Weighted Score	Comments	Score	Weighted Score	Comments	Score	Weighted Score	Comments

- 1 - Response does not meet key criteria
- 2 - Response only meets a few of the key criteria
- 3 - Response meets a majority of the key criteria
- 4 - Response meets all key criteria
- 5 - Response meets and exceeds key criteria

Quality Representative: Paul Fraser
 Date: 14-NOV-2014



 nalcor <i>energy</i> <small>LOWER CHURCHILL PROJECT</small>	Bid Evaluation and Award Recommendation	Rev.	Date
	CH0009-001 Construction North and South Dams	00	5-Aug-2015

Attachment 5

Provincial Benefits Evaluation Report

Muskat Falls Corporation
Lower Churchill Project

Attachment 5

Construction of North and South Dams
CH0009

BID EVALUATION
DISCIPLINE SCORE SHEETS

Provincial Benefits (including INNU Content) - Labour RFP Evaluations
(for use on Civil, Supply & Install, and Services RFPs)

RFP #: CH0009 Title: Construction of North and South Dams

Section	Description / Expectation	Weighting Assigned	O'Connell-Dragados		Comments	Barnard-Pennecon		Comments	Astaidd		Comments
			Score Given	Weighted Score		Score Given	Weighted Score		Score Given	Weighted Score	
2.1	Contracting and Procurement (7.5%)										
2.1 a)	Describe Bidder's experience with implementing local benefits strategies and agreements, including Aboriginal agreements	2.5	5	2.5	Excavation, Volney, Waskew	5	2.5	LCP Wuskawim	5	2.5	LCP
2.1 b)	Describe Bidder's procurement policies and procedures that will ensure reasonable advance notice to NL supply community of all procurement opportunities	2.5	5	2.5	local print, direct contact, NLCO	0	0	300 approved local suppliers	5	2.5	Website
2.1 c)	Describe Bidder's familiarity with NL contractor/supply capabilities. If Bidder is not currently familiar with these capabilities, describe proposed steps to ensure familiarity	2.5	5	2.5	40 years in Province	5	5	In Province since 1970	3	1.5	Little knowledge outside Goose Bay
2.2	Employment (5%)										
2.2 a)	Describe Bidder's familiarity with Newfoundland & Labrador workforce	2.5	5	2.5	fully engaged, unionized	5	2.5	Unionized	3	1.5	Little knowledge outside Goose Bay
2.2 b)	Describe Bidder's human resource policies that will optimize Newfoundland and Labrador employment benefits	1.5	5	1.5	Benefits strategy, PLA	5	1.5	Benefits Strategy, PLA	5	1.5	Benefits Strategy-PLA
2.2 c)	Describe Bidder's human resource policies that will optimize Innu employment benefits for	1.0		0			0			0	
2.3	Gender Equity and Diversity (5%)										
2.3 a)	Does Bidder have gender equity and diversity plans? If so, describe Bidder's policies, including harassment and discrimination policies that support gender equity and diversity	1.5	5	1.5	Provided	5	1.5	Provided	5	1.5	Support LCP Diversity Plan
2.3 b)	Does Bidder's human resource policies enable the voluntary identification of members of	1.5	5	1.5	Benefits Reporting	5	1.5	yes	5	1.5	
2.3 c)	is the Bidder a woman-owned business?	1.0					0	0			
2.3 d)	List any intended subcontractors / suppliers that are woman-owned business	1.0					0	0			
2.4	NL Benefits Reporting (5%)										
2.4 a)	Indicate Bidder's previous experience at capturing employment and expenditure data as	2.5	5	2.5	LCP	5	2.5	LCP	5	2.5	LCP
2.4 b)	Indicate who, within Bidder's organization, will be responsible for benefits monitoring and	2.5	5	2.5	wille Reats	5	2.5	HR Manager	5	2.5	External Affairs Manager
	Scoring Grid										
	5	Response meets and exceeds all key criteria									
	4	Response meets all key criteria									
	3	Response meets a majority of all key criteria									
	2	Response meets only a few of the key criteria									
	1	Response meets none of the key criteria									
3.0	Provincial and Innu Content										
3.0 a)	Is Bidder a registered Innu Company with IBDC?	Yes = 5	No = 0	5.0			0			0	
3.0 b)	Use of registered Innu subcontractors?	Yes = 5	No = 0	2.5	5	2.5	Listed		5	2.5	Listed
3.0 c)	Is Bidder an NL Company	Yes = 5	No = 0	5	5	5		5	5		
3.0 d)	Use of NL Subcontractors	Yes = 5	No = 0	2.5	0	0				0	
3.0 e)	Bidder has experience working with aboriginal IBAs	Yes = 5	No = 0	2.5	5	2.5		5	2.5		LCP
4.0 a)	NL BENEFITS CONTENT - PERSON HOUR ESTIMATE by Residency (25.0)	25	4	20				3	15		
	Score = 5	If NL percentage of total hours is > 80%									
	Score = 4	If NL percentage of total hours is 60 to 80 %									
	Score = 3	If NL percentage of total hours is 40 to 60 %									
	Score = 2	If NL percentage of total hours is 20 to 40 %									
	Score = 1	If NL percentage of total hours is < 20%									
4.0 b)	NL BENEFITS CONTENT - PERSON HOUR ESTIMATE by Location of Work (10.0)	10	5	10				5	10		
	Score = 5	If NL percentage of total hours is > 80%									
	Score = 4	If NL percentage of total hours is 60 to 80 %									
	Score = 3	If NL percentage of total hours is 40 to 60 %									
	Score = 2	If NL percentage of total hours is 20 to 40 %									
	Score = 1	If NL percentage of total hours is < 20%									
5.0	NL BENEFITS CONTENT - EXPENDITURE ESTIMATE (25%)	25	4	20				4	20		
	Score = 5	If NL percentage of total expenditures is > 80%									
	Score = 4	If NL percentage of total expenditures is 60 to 80 %									
	Score = 3	If NL percentage of total expenditures is 40 to 60 %									
	Score = 2	If NL percentage of total expenditures is 20 to 40 %									
	Score = 1	If NL percentage of total expenditures is < 20%									

Scores By: Marie Moran
Date: _____


Total
Sectional Weighting
Ranking

100
2.5%

79.5
1.9875

77
1.925

67.5
1.6675

 nalcor <i>energy</i> <small>LOWER CHURCHILL PROJECT</small>	Bid Evaluation and Award Recommendation	Rev.	Date
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Attachment 6

Risk Management Evaluation Report

BID EVALUATION
DISCIPLINE SCORE SHEETS


RFP - Risk Management Questionnaire Evaluation ATTACHMENT 6

Package Number: CH0009	Package Name: Construction of North and South Dams
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<p>Scoring Guide:</p> <p>0 - Question not answered or no relevant information provided in response</p> <p>1 - Response does not meet key Criteria</p> <p>2 - Response only meets a few of the key criteria</p> <p>3 - Response meets a majority of the key criteria</p> <p>4 - Response meets all key criteria</p> <p>5 - Response meets and exceeds key criteria</p>

Item	Risk Management	Question Weight (%)	Bidder 1			Bidder 2			Bidder 3		
			Answer	Score	Comments	Answer	Score	Comments	Answer	Score	Comments
1	Risk Management system in place.	5	4	4	Implemented in 2010	4	4		4	4	Implemented in 2008
2	Risk Management Plan - Risk Register sample.	3	3	1.8	Only Risk Management Plan no Risk Register	3	1.8	No samples provided.	4	2.4	Risk Management Plan and Register provided.
3	Top 5 Risks - Identification.	7	4	5.6	Response plans included	4	5.6	Response plans very generic.	4	5.6	Response plans included
4	Loss Control Program.	3	4	2.4	Sample provided	4	2.4		2	1.2	No Loss Control Plan, aiming to produce one for this project.
5	Records of Successful on-time construction completion (last 05 years).	3	3	1.8		3	1.8		3	1.8	
6	Root Causes of late construction completion (last 05 years).	3	3	1.8		3	1.8		3	1.8	
7	Measures implemented to improve performance (last 03 years).	3	3	1.8	General statement - Corporate policy	3	1.8	General statement - Safety, operations and risk	4	2.4	Specific ones for construction: training, play of the day, work plans, site tours and recognition program.
8	Discussion on Schedule Critical Path.	5	4	4	Sequence of work and critical path described.	4	4	Sequence of work and critical path described.	4	4	Sequence of work and critical path described.
9	Examples of on-time and late mobilization & deployment of crews & equipment.	4	3	2.4		3	2.4		3	2.4	
10	Materials sourcing strategy (cement & fly-ash) - Suppliers planned capacity utilization.	7	4	5.6	03 quotations for fly-ash and cement	4	5.6		4	5.6	Providers and logistic process defined.
11	Mitigation measures for contamination of water LC river - regular activities.	7	3	4.2	Specific emergency plan will be developed.	3	4.2		3	4.2	
12	Mitigation measures for increased water seepage and inflow in work areas.	5	4	4	Pumping stations in accordance to specifications.	4	4	Increase pumping stations	3	3	trench drains
13	Mitigation of lower productivity due to adverse weather.	5	3	3	Weather dependent	3	3	Weather dependent	3	3	Weather dependent
14	Batch Plant, Crusher, major equipment production plan. Back-up and redundancies.	7	4	5.6	Arrangements to be made with a Canadian Supplier (BMH) and Caterpillar.	4	5.6	No details of equipment providers.	4	5.6	Equipment listed, no details of providers but aiming to spent in spare parts.
15	Description HSE Risk Management system.	3	4	2.4	Safety Management Plan provided and this document will be detailed following execution plan.	3	1.8	Very generic based in H&S indicators and aimed to work with Company for response plans.	4	2.4	Description of the plan provided.
16	Control for Tower cranes not used outside of manufacturer's operating limitations.	4	4	3.2	Anti-collision devices to be part of the equipment.	4	3.2	Tower cranes are not used.	4	3.2	Tower cranes are not used.
17	Processes and procedure to manage Change.	3	3	1.8	Trend methodology - Oracle Primavera Contract Management.	3	1.8	Weekly meetings and electronic log for potential deviations.	2	1.2	Change related with the Quality Program.
18	Familiarity with Canadian standards specified throughout the Agreement.	4	3	2.4	General statement.	3	2.4	Educational efforts.	3	2.4	Quality Assurance Program
19	Measure to be implemented if English is not the first language.	3	3	1.8		4	2.4	English is first language	4	2.4	English is first language
20	Skills critical to the success of the project and number of people.	5	3	3	List provided, no quantities estimated	3	3	Generic statement	3	3	List provided, no quantities estimated
21	Lessons learned to retain skilled labor to comply with contractor's cost & schedule.	3	4	2.4		4	2.4		4	2.4	
22	Statement concerning Strikes and Labour Agreements.	5	4	4		4	4		4	4	
23	Responsibility statement	3	4	2.4		4	2.4		4	2.4	
Score - transfer to Technical Summary		100	71.40			71.40			70.40		
			Total Percentage			71.40%			70.40%		

Scored By: C. Fernandez, Deputy Project Control Manager
Date:

 <small>LOWER CHURCHILL PROJECT</small>	Bid Evaluation and Award Recommendation	Rev.	Date
	CH0009-001 Construction North and South Dams	00	5-Aug-2015

Attachment 7

Health and Safety Evaluation Report

RFP - Health and Safety Evaluation

Attachment 7

RFP #: CH0009

RFP Name: Construction of North and South Dams

Scoring Guide:

- 0 - Question not answered or no relevant information provided in response
- 1 - Response does not meet key Criteria
- 2 - Response only meets a few of the key criteria
- 3 - Response meets a majority of the key criteria
- 4 - Response meets all key criteria
- 5 - Response meets and exceeds key criteria

Question Weight	Astaldi			Barnard			HJOC			
	Answer	Score	Comments	Answer	Score	Comments	Answer	Score	Comments	
Health and Safety										
			Review based on documentation and current field performance at MF Site			Review based on documentation only, review based on Barnard being the managing partner			Review based on documentation and current field performance at SP Site. Review will be completed based on HJOC as Managing Partner	
1.0 HEALTH AND SAFETY MANAGEMENT PERFORMANCE - Please provide the following safety statistics, referencing the attached incident definitions and frequency calculation.	10	0	0	Since January 1, 2014, Bidder has had 203 project reported incidents including 36 high potentials, 5 medical aids and one LTI	3	6	Stats provided. TRIFR above 2	5	10	TRIFR 1.15, Only 3 first aids and 1 medical aid over past 9 months of work
2.0 WORKER'S COMPENSATION RATES - Indicate the jurisdiction where you are registered. List your overall Worker's Compensation industry rating for the current year and past three (3) years. Attach a WCB clearance letter and experience rating statements for the past three years.	5	3	3	Clearance letter Provided	5	5	Clearance letter provided	5	5	Clearance letter Provided
3. H&S MANAGEMENT SYSTEM CERTIFICATION - Do you have a certificate of recognition or is your health and safety management system certified by an outside agency? (OHSAS 18001, CSA Z-1000 etc.) If yes, provide a copy of the certificate.	2	5	2	18001 Certified	0	0	Bidder answered no	4	1.6	COR Certified
4. H&S POLICY STATEMENT - Does your health and safety program have a policy statement that clearly outlines the Company's commitment to health and safety?	3	1	0.6	There is a document in place, but current H&S Field performance does demonstrate commitment	4	2.4	H&S Policy provided, and meets project requirements	4	2.4	Policy provided and field performance demonstrates commitment and understanding
5. REGULATORY COMPLIANCE PERFORMANCE - Has your company received an occupational health and safety stop work order, charges or equivalent from any regulator in the last three (3) years? If yes, provide details.	3	0	0	Bidder and it's sub-contractors has received 45 written directives from OH&S in 2014 YTD.	4	2.4	Bidder answered no. There was no evidence to indicate otherwise	3	1.8	Bidder has not received any Stop Work Orders or Directives during recent field Program. It's Sub-contractor has received 11 directives on the crusher operation
6. SAFETY PROFESSIONALS - Please list the highest ranking safety professional in your organization: (attach résumé). Do you plan to have a safety representative(s) for this Work full time or part time (Y or N)? If "Yes", provide a résumé(s).	3	1	0.6	CV's provided do not have individuals with any local legislative experience	3	1.8	CV Provided are adequate	4	2.4	CV reviewed and approved
7. KEY PROGRAM ELEMENTS - Does your health and safety management system address the following key elements? Management leadership and commitment; hazard/risk identification, evaluation and control; risk assessments on all critical and non-routine jobs/job functions; a permit to work system; ongoing inspection. If yes to any of these, reference appropriate Health and Safety manual section(s).	8	3	4.8	Documents are in place, no evidence of implementation in the field. Supervisory leadership training has not yet occurred.	4	6.4	Documents Provided meet requirements	4	6.4	Documents in place and being followed in the field based on observation made during site visits
8. KEY PROGRAM ELEMENTS - Does your health and safety management system include work practices and procedures, such as: Lockout and tagout; traffic control; excavation and trenching; confined space entry; hoisting and rigging; working near power lines; handling and transporting hazardous substances; unloading large/long materials (such as piles); vehicle recovery. If yes to any of these, reference appropriate Health and Safety manual section(s).	8	3	4.8	Procedures are in place but high potential recurrence around isolation and working at heights demonstrates a lack of full implementation.	4	6.4	Documents Provided meet requirements	4	6.4	Documents in place and being followed in the field based on observation made during site visits
9. WRITTEN PROGRAM ELEMENTS - Do you have written programs for the following? Duty to refuse work; fall protection; noise management; workplace violence; working alone; personal protective equipment (PPE); WHMIS (Workplace Hazardous Materials Information System); respiratory protection. If yes to any of these, reference appropriate Health and Safety manual section(s). In regards to respiratory protection, have your employees been: trained? fit tested? medically approved?	8	3	4.8	Documents in place, observation, incident investigations and inspection findings demonstrate not fully implemented.	4	6.4	Documents Provided meet requirements	4	6.4	Documents in place and being followed in the field based on observation made during site visits
10. MEDICAL EXAMINATIONS - Do you conduct medical exams for the following? Pre-employment; replacement job capacity; pulmonary; respiratory. If yes to any of these, reference appropriate Health and Safety manual section(s).	2	4	1.6	Program in place and being followed	0	0	Bidder answered no to conducting pre-employment medicals, this is a project requirement	4	1.6	Program in place and being followed
11. DRUG AND ALCOHOL PROGRAM - Do you have a drug and alcohol program? If "Yes", does it include the following? Pre-employment testing; testing for cause; post incident testing; formalized arrangements with a collection and testing agency (if "Yes", provide testing agency information); does your drug and alcohol policy follow the guidelines as laid out in The Canadian Model for Providing A Safe Workplace - Alcohol and Drug Guidelines and Work Rule Version 2 - Effective October 1, 2010? If yes to any of these, reference appropriate Health and Safety manual section(s).	3	4	2.4	Program in place and being followed	4	2.4	Documented program provided meets project requirements	4	2.4	Program in place and being followed
12. TOOL AND EQUIPMENT PREVENTATIVE MAINTENANCE, USAGE AND INSPECTIONS: Do you have a written list of equipment requiring pre-use inspections? Do you have a documented list of equipment requiring scheduled servicing in accordance with manufacturer's recommendations, legislated requirements, and industry standards? Is frequency of equipment inspections and maintenance identified? Are corrections of deficiencies documented? Do you have follow-up mechanism for corrective actions? If yes to any of these, reference appropriate Health and Safety manual section(s).	4	4	3.2	Bidder has a fully staffed maintenance department and use an electronic system called Enterprise Asset Management.	4	3.2	Documented program provided meets project requirements. Requirements for different types of equipment and inspection forms detailed in H&S Plan	4	3.2	Maintenance program and fiels staff in place, use electronic MCS System

RFP - Health and Safety Evaluation

Attachment 7

RFP #: CH0009


RFP Name: Construction of North and South Dams

Scoring Guide:
 0 - Question not answered or no relevant information provided in response
 1 - Response does not meet key Criteria
 2 - Response only meets a few of the key criteria
 3 - Response meets a majority of the key criteria
 4 - Response meets all key criteria
 5 - Response meets and exceeds key criteria

Question Weight	Astaldi		Comments	Barnard		Comments	HJOC		comments	
	Answer	Score		Answer	Score		Answer	Score		
Health and Safety										
13. ORIENTATION PROGRAM - Do you have a health and safety orientation program? Does the program include new, transferred and temporary workers? Does the program provide instruction on the following: employer health and safety responsibilities; employee health and safety responsibilities; obligation to refuse imminent danger work; progressive discipline policies and procedures; safe work practices and/or procedures; emergency response procedures; first-aid procedures; incident/near miss reporting; does your orientation program include a quiz? If yes to any of these, reference appropriate Health and Safety manual section(s).	5	4	4	Orientation program in place and being followed	4	4	Bidder has program for Orientation documented in Sections: 2.4, 2.5, 2.7 and 29 of H&S Manual.	4	4	Orientation program in place and being followed
14. INCIDENT REPORTING AND INVESTIGATION - Do you have a written procedure for incident reporting and investigation? Do you utilize a root cause determination process such as "Tap-Root"? If yes to any of these, reference appropriate Health and Safety manual section(s).	5	3	3	Bidder follows project standard and consistently follow it. Corrective actions are weak and often not long term	2	2	There is an incident reporting process defined in Section 29 of the H&S manual but it does not detail Root Cause analysis process.	4	4	All incidents were reported, investigated, root cause determined and corrective actions implemented. Consistently met project timelines for investigations
15. EMERGENCY RESPONSE PROGRAM - Do you have an emergency response plan related to activities and specific locations? If yes reference appropriate Health and Safety manual section(s).	4	4	3.2	Follow site and have their own working at Heights plan	3	2.4	Documents Provided meet requirements	4	3.2	Site ERP in place
16. FIREARM AND WEAPON POLICY - Do you have a policy pertaining to prohibited items on (e.g. knives, firearms)? Are all employees made aware of the prohibited items policy and is it enforced? If yes to any of these, reference appropriate Health and Safety manual section(s).	1	3	0.6	Follow site rules and procedures	3	0.6	Documents Provided meet requirements	3	0.6	Site rules and orientation
17. LEGISLATIVE AND REGULATORY COMPLIANCE PROGRAM - Do you make reference to following legislative requirements where work is being performed?; violence policies and procedures; harassment policies and procedures. If yes to any of these, reference appropriate Health and Safety manual section(s).	1	4	0.8	Procedures are in place and followed in the field	4	0.8	Documents Provided meet requirements	4	0.8	Procedures are in place and followed in the field
18. PERSONAL PROTECTIVE EQUIPMENT PROGRAM - Do you have a policy or specific rules with respect to the use of personnel protective equipment (PPE)? Do you have a formal process in place for determining PPE requirements? If yes to any of these, reference appropriate Health and Safety manual section(s).	3	2	1.2	PPE requirements in place but often lacking adequate supply chain	4	2.4	Documents Provided meet requirements	4	2.4	Program in place, always adequate supply on site
19. CONTRACTOR MANAGEMENT - Do you pre-qualify subcontractors?; Do you include subcontractors in: orientations, health and safety meetings, inspections, audits. If yes to any of these, reference appropriate Health and Safety manual section(s).	5	1	1	There is a document in place, but current H&S Field performance does demonstrate commitment	3	3	Documents Provided meet requirements. Many references to contractor management throughout the plan.	3	3	Subcontractors were managed no differently than Bidder's own personnel
20. COMMUNICATIONS - Do you inform employees and subcontractors on Health and Safety alerts, programs, practices, procedures, rules, revisions and related information? Do you have a joint Health and Safety committee? Do you hold scheduled safety meetings, such as weekly general safety meetings for all crew and weekly departmental meetings for each department at all worksites? Are Health and Safety meeting minutes and attendance recorded? If yes to any of these, reference appropriate Health and Safety manual section(s).	5	4	4	Meetings are held, Incidents flashes are sent out, tool box talks are happening	4	4	Safety meetings, tool box talks, JOHS Committee and other communications tools all defined in the plan provided.	4	4	Weekly safety meetings are held, daily tool box talk are performed and led by supervision. There is also a JOHSC set up and meeting as required.
21. SUPERVISOR SAFETY INSPECTIONS - Does your Health and Safety program outline the requirements for supervisors and employees to conduct regular Health and Safety inspections of equipment and work conditions at all worksite(s)? If yes reference appropriate Health and Safety manual section(s).	3	1	0.6	Documents are in place but there is no records, a lack of evidence to show consistent compliance	4	4	Inspection program documented	4	2.4	Program in place and inspections are carried out
22. HAZARD REPORTING - Does your Health and Safety program require the prompt reporting of hazardous conditions at all worksite(s)? If yes reference appropriate Health and Safety manual section(s).	5	4	4	Reporting has been very good at the site	4	4	There are several tools used to report hazards	4	4	Reporting has been very good at the site
23. HEALTH AND SAFETY TRAINING Have your employees received the required Health and Safety training and retraining? Do you have a specific Health and Safety training program for supervisors? If yes to any of these, reference appropriate Health and Safety manual section(s).	3	3	1.8	Bidder has hired a new training Manager and a documented process in place	2	2	Safety training in place but bidder answered no to specific supervisor training	3	1.8	Program in place and being followed
24. TRAINING RECORDS - Do you have Health and Safety training records for your employees? How do you verify competency of the training (job monitoring? written test? competency check? oral test? other?). Are all training records available upon request? If yes to any of these, reference appropriate Health and Safety manual section(s).	3	3	1.8	Training records are maintained.	3	3	Training records are kept on available for review at project level.	3	1.8	Records are available
Score	102		53.80			74.60			81.60	
Percentage			52.75%			73.14%			80.00%	
Pass/Fail			FAIL			PASS			PASS	

Minimum Pass Mark is 70%

Evaluated By: Sean Lee / Chris Browne
 Reviewed By:
 Date:

 nalcor <i>energy</i> <small>LOWER CHURCHILL PROJECT</small>	Bid Evaluation and Award Recommendation	Rev.	Date
	CH0009-001 Construction North and South Dams	00	5-Aug-2015

Attachment 8

Environmental Evaluation Report

RFP - Environmental Evaluation												
Contract Reference# CH0009			RFP Name: Construction of North and South Dams									
Bid Evaluation Plan Appendix 8	Weight	Max Score	Barnard/Pennecon JV			O'Connell/Dragados			Astaldi Canada			Scoring Instructions
			Score	Weighted Score	Score Comments	Score	Weighted Score	Score Comments	Score	Weighted Score	Score Comments	(Pass Mark 60%)
1. MANAGEMENT INVOLEMENT, LEADERSHIP AND ADMINISTRATION												
1.1 Environmental Management System (ISO or Not)?	3.0	5.0	0.0	0.00		0.0	5.00	ISO 14001	5.0	3.00		If ISO Score 5, If not ISO Score 3, If No System score 0
1.1a Adequacy of TOC (if provided)	3.0	5.0	4.0	2.40	Pennecon EMS	5.0	3.00		3.0	1.80		Rank adequacy 1 - 5; if not provided Score 0
1.1b Adequacy of Environmental Policy (if provided)	3.0	5.0	0.0	5.00		5.0	3.00		5.0	3.00		Rank adequacy 1 - 5; if not provided Score 0
1.3 Are environmental targets developed and reviewed on a regular basis?	3.0	5.0	4.0	2.40	Project specific	5.0	3.00	Quarterly	5.0	3.00		Yes = 5; No = 0
1.3a Adequacy of Environmental targets	3.0	5.0	4.0	2.40		4.0	2.40		4.0	2.40		Rank adequacy 1 - 5; if not provided Score 0
1.4 Has a formal system, including the use of audits and inspections, been developed to define responsibilities for verifying that environmental performance objectives are met?	1.5	5.0	5.0	1.50		5.0	1.50		5.0	1.50		Yes = 5; No = 0
1.4a Adequacy of audit and inspection information	1.5	5.0	4.0	1.20	Few details	5.0	1.50		2.0	0.60	CH0007 experience	Rank adequacy 1 - 5; if not provided Score 0
2. ENVIRONMENTAL HAZARD IDENTIFICATION AND RISK MANAGEMENT												
2.1 Does the Bidder conduct formal risk assessments when planning and implementing operations and activities?	3.0	5.0	5.0	2.00		5.0	2.00		5.0	2.00		Yes = 5; No = 0
2.2 If "Yes", does that risk assessment include environmental risks?	1.5	5.0	5.0	1.50		3.0	0.90	Not demonstrated	3.0	0.90	Not demonstrated	Yes = 5; No = 0
2.2a adequacy of risk management system	1.5	5.0	4.0	1.20	Flow chart	4.0	1.20	Dragados	3.0	0.90		Rank adequacy 1 - 5; if not provided Score 0
2.3 Has a formal hazard observation program been implemented at the Bidder's work sites?	0.5	5.0	0.0	0.00		5.0	0.50		5.0	0.50		Yes = 5; No = 0
2.3a Adequacy of hazard observation program	0.5	5.0	2.0	0.20	Training only	5.0	0.50		4.0	0.40		Rank adequacy 1 - 5; if not provided Score 0

Environmental Evaluation

3. ORGANIZATIONAL RULES AND WORK PROCEDURES												
3.1 Does the Bidder have documented environmental protection plans for all jobs/work activities?	1.5	5.0	5.0	1.50		5.0	1.50	C-SEPP	5.0	1.50		Yes = 5; No = 0
3.1a adequacy of EPP	2.5	5.0	4.0	Pennecon EPP		5.0	2.50	Very good	5.0	2.50		Rank adequacy 1 - 5; if not provided Score 0
3.2 Does the Bidder have environmental contingency plans?	1.5	5.0	5.0	1.50		5.0	1.50		4.0	1.20		Yes = 5; No = 0
3.2a adequacy of contingency plans/Does the plan outline responsibilities, available resources and actions to be taken in the event of an environmental incident?	2.5	5.0	5.0	2.50	Verg good	5.0	2.50	Very good	2.0	1.00	CH0007 experience	Rank adequacy 1 - 5; if not provided Score 0
4. EMPLOYEE KNOWLEDGE, TRAINING AND AWARENESS												
4.1 Does the Bidder have an environmental awareness program?	1.5	5.0	5.0	1.50		5.0	1.50		2.0	0.60	CH0007 experience	Yes = 5; No = 0
4.1a Adequacy of Program?	2.0	5.0	5.0	2.00		5.0	2.00		2.0	0.80	CH0007 experience	Rank adequacy 1 - 5; if not provided Score 0
4.2 Does the Bidder provide environmental awareness training to supervisory staff?	2.0	5.0	5.0	2.00		5.0	2.00		5.0	2.00		Yes = 5; No = 0
4.3 What is frequency of environmental awareness training?	2.0	5.0	2.0	0.80	Only as required	4.0	1.60		3.0	1.20		Score 1-5. If monthly score 5; if bimonthly score 4; if quarterly score 3; if biannually score 2; if annually score 1
4.3a Adequacy of content environmental awareness training	2.0	5.0	2.0	0.80	Only as required	4.0	1.60	Few details	3.0	1.20	Few details	Rank adequacy 1 - 5; if not provided Score 0
5. PERSONAL COMMUNICATIONS AND ENVIRONMENTAL MEETINGS												
5.1 Are personal communications conducted to impart environmental awareness with other workers and thereby reducing the likelihood of non compliances or environmental incidents?	1.5	5.0	5.0	1.50		5.0	1.50		5.0	1.50		Yes = 5; No = 0
5.2 Is there a system for sharing best practices and procedures, incidents and other information across the Bidder's organization?	1.0	5.0	5.0	1.00		5.0	1.00		5.0	1.00		Yes = 5; No = 0
5.3 Is there an environment committee in place?	1.0	5.0	4.0	0.80		4.0	0.80		4.0	0.80		Yes = 5; No = 0
5.4 Are regular (minimum monthly) environmental meetings held at all facilities to maintain effective communication of environmental information throughout the organization and with Bidder's contractors?	2.0	5.0	4.0	1.60		4.0	1.60		4.0	1.60		Yes = 5; No = 0
5.4a Adequacy of content and frequency of environmental meetings?	1.5	5.0	4.0	1.20		4.0	1.20		4.0	1.20		Rank adequacy 1 - 5; if not provided Score 0
5.5 Are minutes and records of attendance of these meetings maintained?	0.5	5.0	4.0	0.40		4.0	0.40		4.0	0.40		Yes = 5; No = 0
5.5a Adequacy of meeting minutes	0.5	5.0	4.0	0.40		4.0	0.40		4.0	0.40		Rank adequacy 1 - 5; if not provided Score 0
5.6 Does the Bidder respond in writing to environmental concerns raised at environmental meetings?	1.0	5.0	4.0	0.80		4.0	0.80		4.0	0.80		Yes = 5; No = 0

Environmental Evaluation

6. ENVIRONMENTAL MONITORING AND REPORTING												
6.1 Has the Bidder developed specific procedures for environmental monitoring and reporting on incidents that occur at its worksites?	2.0	5.0	5.0	2.00		5.0	2.00		5.0	2.00		Yes = 5; No = 0
6.1a Adequacy of monitoring and incident procedure	1.5	5.0	5.0	1.50	Daily inspections	5.0	1.50	Three step	3.0	0.90		Rank adequacy 1 - 5; If not provided Score 0
6.2 Does the Bidder use an EMS system to establish standards, reporting and follow up and corrective action?	1.5	5.0	5.0	1.50		5.0	1.50		5.0	1.50		Yes = 5; No = 0
6.2a Adequacy of this process	1.0	5.0	5.0	1.00	Comprehensive	5.0	1.00		2.0	0.40	CH0007 experience	Rank adequacy 1 - 5; If not provided Score 0
6.3 Does the Bidder have dedicated environmental personnel?	2.0	5.0	5.0	2.00		5.0	2.00		5.0	2.00		Yes = 5; No = 0
6.3a Adequacy of personnel and responsibilities	0.5	5.0	4.0	0.40	Few details	2.0	0.20	HSE combined	3.0	0.30	No heavy construction	Rank adequacy 1 - 5; If not provided Score 0
6.4 Are supervisors formally trained in accident/investigations?	1.0	5.0	0.0	0.00		5.0	1.00		5.0	1.00		Yes = 5; No = 0
6.4a Adequacy of training program and frequency	0.5	5.0	0.0	0.00		4.0	0.40		3.0	0.30	Few details	Rank adequacy 1 - 5; If not provided Score 0
7. ENVIRONMENTAL INCIDENT ANALYSIS												
7.1 Does the Bidder have in place a formal system for the collection, analysis, trending and evaluation of environmental incident data and statistical analysis?	1.5	5.0	5.0	1.50		5.0	1.50		5.0	1.50		Yes = 5; No = 0
7.2 Does the Bidder develop monthly environmental incident analysis reports, which are reviewed during management review meetings?	1.5	5.0	5.0	1.50		5.0	1.50		4.0	1.20		Yes = 5; No = 0
7.3 Does senior management review and comment on serious and significant environmental incidents?	1.5	5.0	5.0	1.50		5.0	1.50		3.0	0.90	CH0007 experience	Yes = 5; No = 0
7.4 Are all incident reports followed through from recommendations to completion and closure?	1.5	5.0	5.0	1.50		5.0	1.50		3.0	0.90		Yes = 5; No = 0
8. LEADERSHIP TRAINING												
8.1 Does Bidder's management receive formal environmental management training which provides a thorough understanding of the philosophies and principles behind environmental management?	2.0	5.0	5.0	2.00		5.0	2.00		5.0	2.00		Yes = 5; No = 0
8.1a Adequacy of environmental management training	2.0	5.0	4.0	1.60		4.0	1.60	NLCSA	4.0	1.60		Rank adequacy 1 - 5; If not provided Score 0
8.2 Does the Bidder's management receive an orientation to the Bidder's Environmental Management System that includes an introduction to individual accountabilities and responsibilities?	2.0	5.0	4.0	1.60		5.0	2.00		5.0	2.00		Yes = 5; No = 0
8.2a Adequacy of orientation	2.0	5.0	4.0	1.60		3.0	1.20	Few details	3.0	1.20		Rank adequacy 1 - 5; If not provided Score 0

Environmental Evaluation


9. ENVIRONMENTAL AUDITS, INSPECTIONS AND PREVENTATIVE MAINTENANCE												
9.1 Is there a documented process for performing environmental audits?	2.5	5.0	0.0	0.00		5.0	2.50		5.0	2.50		Yes = 5; No = 0
9.2 Has a formal process been developed to ensure routine environmental monitoring?	2.0	5.0	5.0	2.00		5.0	2.00		5.0	2.00		Yes = 5; No = 0
9.3 Does the Bidder have planned preventative measures in place to prevent environmental incidents?	2.0	5.0	5.0	2.00		5.0	2.00		5.0	2.00		Yes = 5; No = 0
10. CRITICAL OPERATION AND TASK ANALYSIS												
10.1 Has a systematic approach been developed to identify and inventory all tasks based on mandatory rules, regulations and applicable codes, guidelines and standards?	2.0	5.0	5.0	2.00		5.0	2.00		4.0	1.60		Yes = 5; No = 0
10.2 Is there a formal process to assess the environmental requirements associated with the tasks and to mitigate the risk to ensure compliance with the requirements?	2.0	5.0	5.0	2.00		5.0	2.00		3.0	1.20	Few details	Yes = 5; No = 0
11. SYSTEM REVIEW AND EVALUATION												
11.1 Do the Bidder's senior management conduct regular reviews of the Environmental Management System, at least annually or at more frequent intervals, as the organization may deem necessary?	1.5	5.0	5.0	1.50		5.0	1.50		5.0	1.50		Yes = 5; No = 0
11.1a Adequacy of reviews	1.5	5.0	5.0	1.50		5.0	1.50		5.0	1.50		Rank adequacy 1 - 5; If not provided Score 0
11.2 Do these reviews include environmental management policies and procedures and other inputs such as the results and recommendations from environmental audits, monitoring and surveys and analysis of incident investigations?	1.0	5.0	5.0	1.00		5.0	1.00		5.0	1.00		Yes = 5; No = 0

Environmental Evaluation

12. STATISTICS											
12.1 Number and type of directives from clients or regulators	1.0	5.0	5.0	1.00		5.0	1.00		5.0	1.00	For 3 yr period: >= 5 score 0; 4 score 1; 3 score 2; 2 score 3; 1 score 4; 0 score 5
12.2 Oil spill incidents;	1.5	5.0	1.0	0.30	9.00	0.0	0.00	CH0006 data	0.0	0.00	CH0007 experience For 3 yr period: >= 5 score 0; 4 score 1; 3 score 2; 2 score 3; 1 score 4; 0 score 5
12.3 Waste management incidents;	1.5	5.0	5.0	1.50		5.0	1.50		5.0	1.50	For 3 yr period: >= 5 score 0; 4 score 1; 3 score 2; 2 score 3; 1 score 4; 0 score 5
12.4 Hazardous materials incidents;	1.5	5.0	5.0	1.50		5.0	1.50		5.0	1.50	For 3 yr period: >= 5 score 0; 4 score 1; 3 score 2; 2 score 3; 1 score 4; 0 score 5
12.5 Water degradation incidents;	1.5	5.0	5.0	1.50		0.0	0.00	CH0006 data	0.0	0.00	CH0007 experience For 3 yr period: >= 5 score 0; 4 score 1; 3 score 2; 2 score 3; 1 score 4; 0 score 5
12.6 Air degradation incidents; and	1.5	5.0	5.0	1.50		5.0	1.50		5.0	1.50	For 3 yr period: >= 5 score 0; 4 score 1; 3 score 2; 2 score 3; 1 score 4; 0 score 5
12.7 Soil degradation incidents.	1.5	5.0	5.0	1.50		5.0	1.50		5.0	1.50	For 3 yr period: >= 5 score 0; 4 score 1; 3 score 2; 2 score 3; 1 score 4; 0 score 5
12.8 Total Environmental Incidents	1.0	5.0	2.0	0.40		0.0	0.00	CH0006 data	0.0	0.00	CH0007 experience For 3 yr period: >= 5 score 0; 4 score 1; 3 score 2; 2 score 3; 1 score 4; 0 score 5
Total Weighed Scores	100.0			82.50			92.80			79.70	

Evaluation criteria 5.3 to 5.6 scored the same for all proponents as the questions were omitted from the questionnaire.

Environment and Regulatory Compliance Manager:
Date: David Haley

 LOWER CHURCHILL PROJECT	Bid Evaluation and Award Recommendation	Rev.	Date
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Attachment 9

Bid Opening Record

Attachment 9



BID OPENING RECORD
(Confidential)

Project Name: Lower Churchill Project
Company: Muskrat Falls Corporation


Package No.: CH0009
Package Title: Construction of North and South Dams

Bid Evaluation Plan is Approved: Yes No
Date Bid Evaluation Plan was Approved: 27-Oct-2014

RFP Closing Date: 22-Oct-2014 RFP Closing Time: 16:00
Bid Opening Date: 27-Oct-2014 Bid Opening Time: 11:00

No.	Bidder Name	Bid Received (Date and Time)	Currency	Unevaluated Price	Remarks
1.	Astaldi Canada	22-Oct-2014; 10:55	CDN	\$394,381,469 ⁰⁰	+ incl travel allowance est.
2.	Bernard-Pennecon J.V.	22-Oct-2014; 13:15	CDN	\$315,797,500 ⁰⁰	+ incl travel allowance est.
3.	H.J. O'Connell-Dragados J.V.	22-Oct-2014; 14:00	CDN	\$308,699,055. ⁰⁰ (ALTERNATIVE)	+ incl travel allowance est.
				CDN \$340,365,092 ⁰⁰	(BASE BID AS PER SPEC)
Additional Comments:					

Present at Opening			
Name	Title	Signature	Date
Pat Hussey	Supply Chain Manager		27 Oct 2014
John Mulcahy	Hydro-electric Construction Specialist		27 OCT 2014
Roy Lewis	Contract Administrator		27 Oct 2014

 nalcor <i>energy</i> <small>LOWER CHURCHILL PROJECT</small>	Bid Evaluation and Award Recommendation	Rev.	Date
	CH0009-001 Construction North and South Dams	00	5-Aug-2015

Attachment 10a – Scoring Summary (113,295 Mhrs) – Revised Method

Attachment 10b – Scoring Summary (382,000 Mhrs) – Revised Method

Attachment 10a

Scoring Summary with Additional 113,295 Mhrs. - Revised Method

Description	Evaluated Scoring		Weight	Final Weighted Scoring		Notes
	BPJV	ODJV		BPJV	ODJV	
1. Commercial						
a) Bid Price						
Base Bid	\$288,793,726	\$288,752,900				
Normalized Items (113,295 Mhrs.)	\$6,113,960	\$0				
Sub-total	\$294,907,686	\$288,752,900				
b) Commercial Items	\$0	\$0				Note 6
Sub-total	\$0	\$0				
Item Total	\$294,907,686	\$288,752,900	60	57	60	Note 1
2. Technical						Note 2
Execution Plan	10	8.5				
Schedule	10	9.0				
Technical (facing concrete etc)	10	9				
Labour Relations	10	10				
Item Total	40	36.5	20	20	18.3	Note 3
3. Project Organization & Team Quality						
	333	229				
Item Total	333	229	20	20	13.8	Note 4
		Overall Weighted Score	100	97	92.00	
Health & Safety	Pass	Pass				Note 5
Quality	Pass	Pass				
Environmental	Pass	Pass				
Risk Management	Fail	Fail				
Notes:						
<p>1. Low Bidder receives 60 points. Second Bidder deducted 3 points for each 5% its evaluated price is above low Bidder.</p> <p>2. Technical evaluation of ODJV proposal based on its Alternate proposal (includes cost saving methodology). The evaluation of Bidder 2's proposal is based on its Initial bid, then normalized for cost reduction ideas presented by Bidder 2.</p> <p>3. For final scoring, the higher technically evaluated Bidder receives 20 points, the lower evaluated Bidder receives a percentage of the 20 points based on its score over the higher evaluated score.</p> <p>4. For final scoring, the higher evaluated Bidder receives 20 points, the lower evaluated Bidder receives a percentage of the 20 points based on its score over the higher evaluated score.</p> <p>5. The Pass/Fail threshold is 70%. A score of less that 70% (Fail) is not considered a fatal flaw but should be used for guidance purposes in the overall evaluation and, if applicable, in pre-award negotiations.</p> <p>6. Both bidders were deemed to be equal with respect to all major commercial items. These included the Articles, terms of payment, warranties, performance security and financial strength.</p>						

Scoring Summary with Additional 382,000 Mhrs. - Revised Method				ATTACHMENT 10b		
Description	Evaluated Scoring		Weight	Final Weighted Scoring		
	BPJV	ODJV		BPJV	ODJV	Notes
1. Commercial						
a) Bid Price						
Base Bid	\$288,793,726	\$288,752,900				
Items (382,000)	\$29,760,000	\$0				
Sub-total	\$318,553,726	\$288,752,900				
b) Commercial Items	\$0	\$0				Note 6
Sub-total	\$0	\$0				
Item Total	\$318,553,726	\$288,752,900	60	51	60	Note 1
2. Technical Execution						Note 2
Plan	10	8.5				
Schedule	10	9.0				
Technical (facing concrete etc)	10	9				
Labour Relations	10	10				
Item Total	40	36.5	20	20	18.3	Note 3
3. Project Organization & Team Quality						
	333	229				
Item Total	333	229	20	20	13.8	Note 4
		Overall Weighted Score	100	91	92.00	
Health & Safety	Pass	Pass				Note 5
Quality	Pass	Pass				
Environmental	Pass	Pass				
Risk Management	Fail	Fail				
Notes:						
<p>1. Low Bidder receives 60 points. Second Bidder deducted 3 points for each 5% its evaluated price is above low Bidder.</p> <p>2. Technical evaluation of ODJV proposal based on its Alternate proposal (includes cost saving methodology). The evaluation of Bidder 2's proposal is based on its Initial bid, then normalized for cost reduction ideas presented by Bidder 2.</p> <p>3. For final scoring, the higher technically evaluated Bidder receives 20 points, the lower evaluated Bidder receives a percentage of the 20 points based on its score over the higher evaluated score.</p> <p>4. For final scoring, the higher evaluated Bidder receives 20 points, the lower evaluated Bidder receives a percentage of the 20 points based on its score over the higher evaluated score.</p> <p>5. The Pass/Fail threshold is 70%. A score of less than 70% (Fail) is not considered a fatal flaw but should be used for guidance purposes in the overall evaluation and, if applicable, in pre-award negotiations.</p> <p>6. Both bidders were deemed to be equal with respect to all major commercial items. These included the Articles, terms of payment, warranties, performance security and financial strength.</p>						